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**First coordination and management meeting**

**Summary record of the 18th meeting**
Held at Headquarters, New York, on Tuesday, 17 April 2018, at 3 p.m.

*President*: Ms. King (Vice-President). . . . . (Saint Vincent and the Grenadines)

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(a) Reports of coordination bodies

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*In the absence of Ms. Chatardova (Czechia), Ms. King (Saint Vincent and the Grenadines), Vice-President, took the Chair.*

*The meeting was called to order at 3.10 p.m.*

**Agenda item 12: Coordination, programme and other questions**

**(a) Reports of coordination bodies** (E/2018/48)

1. **The Deputy Secretary-General**, introducing the annual overview report of the United Nations System Chief Executives Board for Coordination (CEB) for 2017 (E/2018/48), said that the key role of CEB, as the highest-level internal coordination mechanism in the United Nations, was to strengthen synergies and promote coherence and coordination among the organizations of the United Nations system on issues of system-wide concern. The Board was also, one might say, an internal managerial laboratory. The Secretary-General, as Chair of CEB, had steered the work of the Board towards supporting the second year of implementation of the 2030 Agenda for Sustainable Development by bringing the entities of the United Nations system closer together, in a deeper effort to transcend institutional boundaries.

2. The Board had adopted a new meeting format to ensure that it was well positioned to provide forward-looking guidance and thought leadership. With the aim of bringing young people's thinking and needs closer to the United Nations leadership and into the shaping of the United Nations system's future, the Secretary-General had invited his Envoy on Youth to address the Board at its second regular session of 2017. Such interaction would continue. In November 2017, the Secretary-General had proposed and the Board had agreed to separate operational support work addressed by the United Nations Development Group from the system-wide policy roles of the High-level Committee on Programmes and the High-level Committee on Management, with the strengthened Group, renamed the United Nations Sustainable Development Group, being outside the architecture of CEB.

3. In support of the interlinked and indivisible nature of the 2030 Agenda, the Board pursued an approach that balanced the three dimensions of sustainable development and integrated the development, peace, humanitarian affairs and human rights perspectives. In that context, in 2017 the Board had focused on supporting the application of technological innovations by Member States for the achievement of the Sustainable Development Goals, agreed on a common approach towards leadership within the United Nations system and promoted joint efforts in the area of risk and resilience. As a result, CEB had promoted system-wide actions that had been anchored in a common vision and a sense of shared responsibility and that had drawn on the specialized capacities and expertise of the United Nations system as a whole.

4. In the first of three specific areas of focus, the Board had examined the opportunities and challenges offered by scientific and technological advances. It had concluded that technological innovations, when applied to business processes, had the potential to improve the effectiveness and efficiency of programme delivery. As a result, the Board had decided to explore areas for United Nations system engagement on frontier technologies that included both the internal application of new technologies and the engagement of leading external experts on implications for the Organization and its work.

5. Secondly, a leadership framework had been endorsed by the Board in response to the General Assembly's request that the United Nations system should align its staff capacities to support the implementation of the 2030 Agenda. The framework provided a blueprint for building and strengthening United Nations capacity at all levels and in all functions and locations. It aimed to foster broader cultural change against the backdrop of current reform efforts. The leadership framework had been developed by the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group, with facilitation by the United Nations System Staff College. It was rooted in the shared understanding that United Nations leadership must be norm-based, principled, inclusive, accountable, multidimensional, transformational, collaborative and self-applied. Leadership behaviours should manifest themselves in support of the 2030 Agenda in four key ways: achieving impact for the people served by the United Nations, driving transformational change, employing systems thinking and engaging in co-creation through partnership.

6. A third system-wide initiative was an analytical framework on risk and resilience, adopted by the Board in November 2017. The framework had been developed in response to General Assembly and Security Council resolutions recognizing that an integrated and coherent approach among relevant actors was critical to advancing the objectives of the Organization across the three pillars. The framework had been developed through the High-level Committee on Programmes, in a system-wide effort led by the World Food Programme. It had three elements at its core: systems thinking; the risk and resilience equation; and a prevention "lens".

Those elements, which were explained in greater detail in the report, were, in short, intended to form a coordinated approach to addressing threats that could hinder or reverse progress towards the Sustainable Development Goals. The term "systems thinking" referred to the fundamental relationships among risks and other sustainable development issues at multiple levels, while the so-called "risk and resilience equation" was useful for organizing efforts across pillars and defining collective outcomes. Applying a prevention lens was intended to help foster a proactive approach in the implementation of measures to increase resilience and lessen risks.

7. In November 2017, the Secretary-General had called for the CEB members' engagement on three key issues that deserved maximum attention and commitment from the entire leadership of the United Nations: promoting gender parity, combating sexual exploitation and abuse, and addressing sexual harassment within the organizations of the United Nations system. As a result, efforts to achieve gender parity had been heightened across the United Nations system. Since the previous Board meeting, system-wide efforts to combat sexual exploitation and abuse had been championed by the Secretary-General's Special Coordinator on improving the United Nations response to sexual exploitation and abuse through direct communication with CEB entities that had a field presence. The Board had also welcomed the Secretary-General's call for the establishment of a task force on addressing sexual harassment within the organizations of the United Nations system. The task force, under the leadership of the Chair of the High-level Committee on Management, had begun its work in late 2017 and was expected to complete its work by the end of 2018.

8. The Secretary-General believed that the Board provided a valuable space for United Nations system leaders to explore opportunities for developing and scaling up system-wide efforts in support of the 2030 Agenda. He and the Board members shared a strong commitment to work together and jointly contribute in every way they could in support of Member States' ambitions.

9. **Mr. Hilale** (Morocco) said that the report would promote coherent, strategic implementation of the 2030 Agenda by helping identify areas in which international cooperation should be enhanced. The report was aligned with the Secretary-General's vision for the reform of the United Nations development system, which his delegation fully supported. The reform process should take into account ways to implement the 2030 Agenda and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development in developing countries, in particular least developed countries and African countries.

10. His delegation welcomed the steps taken by the Board to improve collaboration among United Nations entities in support of the Paris Agreement under the United Nations Framework Convention on Climate Change and encouraged the Board to continue to promote integrated action in the areas of climate change and sustainable development. It hoped that the cooperation between the High-level Committee on Management and the United Nations Development Group on field office reform would result in a coherent strategy for supporting United Nations country teams by 2022. The Secretary-General's proposals for strengthening coordination and coherence among United Nations entities should fully respect the development models of Member States taking into account their political, economic, social and cultural contexts. Only national ownership of activities would ensure that the envisaged resident coordinator system was effective. In that connection, the United Nations Development Assistance Framework should be the sole instrument governing cooperation between Governments and the United Nations development system. His delegation supported the Secretary-General's plans to establish a sustainable financing strategy that was based on predictable resources and in line with General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development.

11. **Mr. Gómez Camacho** (Mexico) said that his delegation was pleased that the report had been introduced by the Deputy Secretary-General in person and that the meeting was an opportunity for substantive dialogue with the CEB secretariat, which meant that the adoption of the report was no longer simply an administrative procedure. That represented a very positive step towards transforming the Council into a forum for dialogue on development issues among Member States and between Member States and the United Nations system.

12. His delegation welcomed the discussion of rapid technological change in the report. The pace of such change and the sheer quantity of emerging technologies would have an enormous impact on economic and social policies and on people's lives in general. For instance, according to some estimates, 2 billion jobs would be lost over the course of the next 20 years as a result of technological advancements. However, the phenomenon had not been given due consideration in planning for implementation of the 2030 Agenda, even though it had the potential to be severely disruptive. Member States and the United Nations system should seek to

understand the opportunities and risks presented by scientific and technological innovation and link them with specific Sustainable Development Goal targets in order to develop appropriate policies and a coherent vision for a smooth transition.

13. **Ms. Petrova** (Director of the secretariat of the United Nations System Chief Executives Board for Coordination (CEB)) said that the Secretary-General had given a high priority to reforming the work of the Board. CEB aimed to support all efforts to implement the 2030 Agenda. It strove to support Member States and avoid creating silos. The Secretary-General was unable to attend the meeting, but the new format he had chosen for the report would allow him and the Deputy Secretary-General to respond directly to questions from Member States. The report reflected the Secretary-General's view that the United Nations should foster dialogue on the impact of rapid technological change, support Member States and promote the development of shared strategies to enable future generations to adapt to technological advancements.

*The meeting rose at 3.40 p.m.*